State of Washington
Office of the Attorney General

Human Resource Management Report

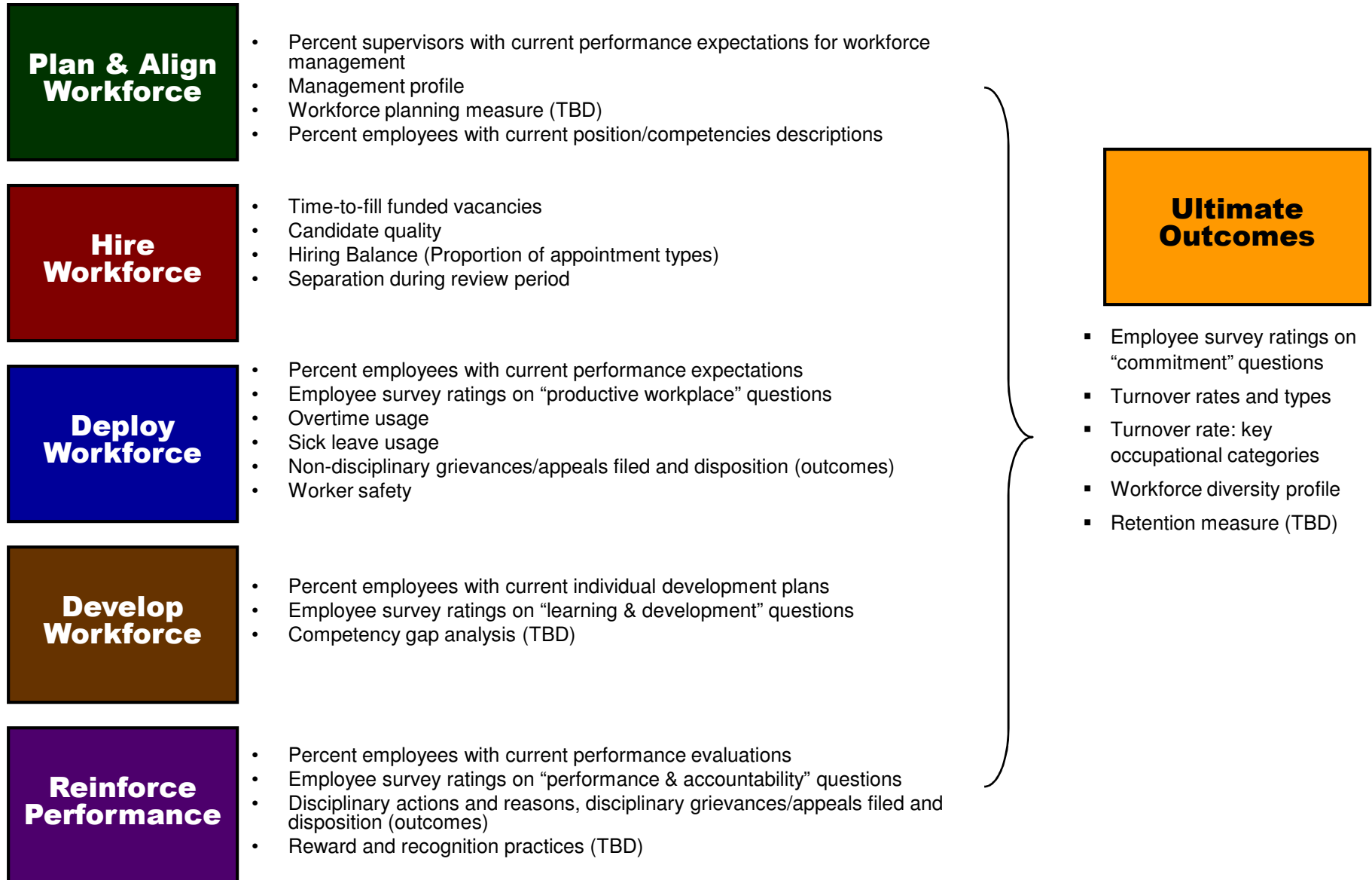|	
	Plan & Align Workforce
Hire Workforce → **Deploy Workforce** → **Reinforce Performance**
Develop Workforce
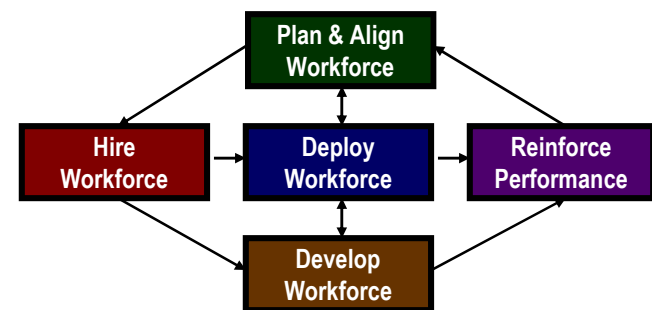
Prepared for:
Honorable Rob McKenna
Attorney General

By:
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October 2008

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.

Ultimate Outcomes

Employees are committed to the work they do & the goals of the organization

Productive, successful employees are retained

State has workforce depth & breadth needed for present and future success

Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Agency Priority: Low

> **Percent supervisors with current performance expectations _for workforce management_ = 100%***

*Based on 297 of 297 reported number of supervisors

Analysis:

- All supervisors are being trained in the PDP process.

- All Division Management receive quarterly Affirmative Action Goal updates.

- All supervisor's PDPs incorporate good management practices and evaluation expectations.

- The AGO provides opportunities for all new supervisors to attend supervisory training and provides mid management training for all managers.

Action Steps:

- Developed a Core Management training program that includes essential training for managers and supervisors.

- Ensure new supervisors attend required supervisory training.

- Continue to maintain 100% of completed supervisory performance expectations.

Data as of June 2008
Source: Agency tracked data

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

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Management Profile

Agency Priority: Low

WMS Employees Headcount = 44

Percent of agency workforce that is WMS = 3.3%

Managers* Headcount = 180

Percent of agency workforce that is Managers* = 14.0%

* In positions coded as "Manager" (includes WMS, Managing AAG and Admin Asst AG.

Washington Management Service Headcount Trend
Data Time Period: July 2007 through June 2008

Management   37
Consultant   7

WMS Management Type

Management 84%
Consultant 16%

Data as of June 2008
Source: HRMS Business Intelligence
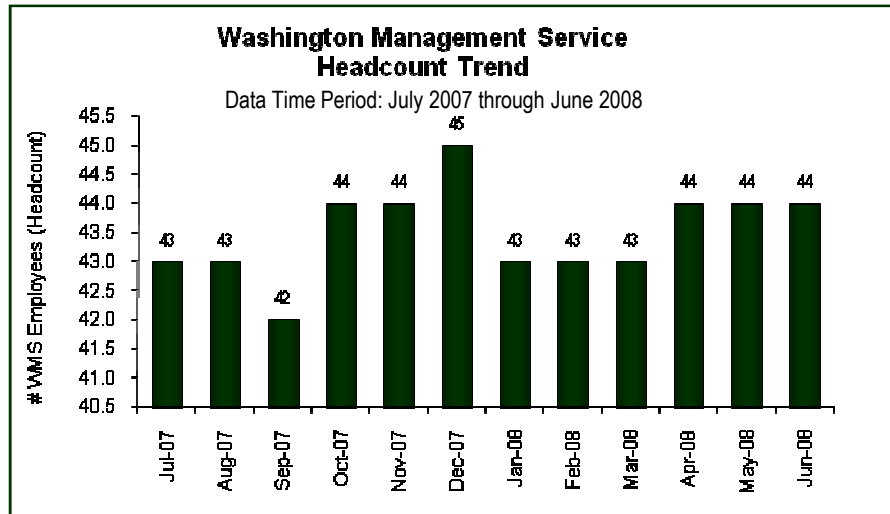
Analysis:

- In addition to WMS managers, the AGO has exempt mid-level managers such as Section Chiefs and Team Leaders who manage the various regional offices or teams and programs within divisions.

- The AGO has 27 legal divisions in 13 different geographic locations, so the number of managers is appropriate.

- We also have an Administration division that is comprised of 7 offices.

Action Steps:

- Continue to maintain an appropriate level of management positions.
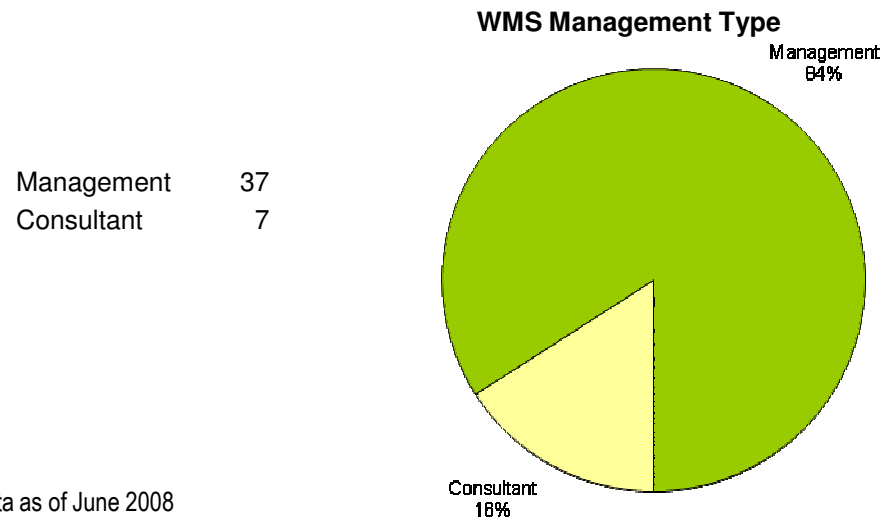
Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Agency Priority: Low

> **Percent employees with current position/competency descriptions = 99.9%***

Total # of positions with current position/competency descriptions* = 1372

Analysis:

- We currently have three outstanding PDFs that will be completed by 12/01/08

Action Steps:

- We will continue to monitor outstanding PDFs or PDFs that are more than three years old, and encourage completion and or update during performance reviews.

- All PDFs are being reviewed annually during the evaluation process or when filling a vacancy.

Data as of June 2008
Source: AGO tracked data

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
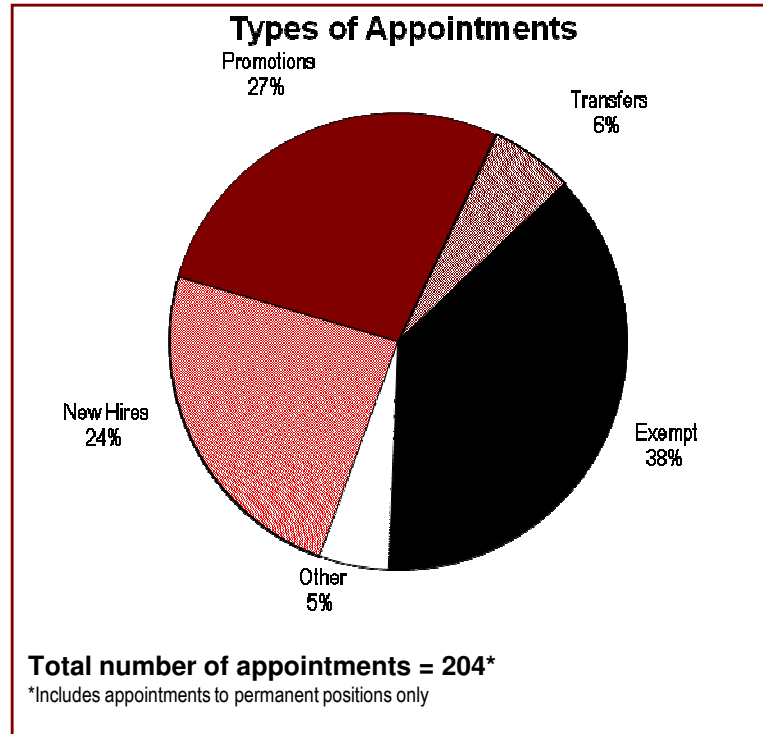
Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: Medium

Time-to-fill Funded Vacancies

Average number of days to fill*: 32

Number of vacancies filled: 153

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: Low

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 825 Percentage = 86%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 99   Percentage = 96.1%

Hiring managers indicating "no":

Number = 4   Percentage = 3.9%

Analysis:

- The average time to fill our vacancies is appropriate for the variety of classifications we hire, our time to fill has improved since the last HR Report Card.

- Our longest recruitment period was 105 days for a Bilingual CSS2 in our Consumer Protection Division in Kennewick.   Given the special needs of the position and other pieces of the recruitment process, such as an extensive background check we are not concerned about how many days it took to fill this position.

- If we eliminate the CSS2 position our time to fill would have been 30 days.

- Candidate quality information was taken from an in-house survey after positions were filled as well as a personal e-mail to check in with the hiring authority.

Action Steps:

- Continue to get applicant names to hiring supervisors as soon as possible and assist them as much as possible to help keep the recruitment on track and filled within a reasonable amount of time.

- Work with Connie Smith at DOP to ensure HR is screening for minimum qualifications prior to sending names to the hiring authority.

- Continue to post jobs on relevant job boards.

Data Time Period: July 2007 through June 2008
Source: AGO Tracked Data

Hire Workforce

Hiring Balance / Separations During Review Period

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Agency Priority: Low

Types of Appointments

Promotions
27%

Transfers
6%

New Hires
24%

Other
5%

Exempt
38%

Total number of appointments = 204*
*Includes appointments to permanent positions only

Agency Priority: Low

Separation During Review Period

Probationary separations - Voluntary	2
Probationary separations - Involuntary	2
Total Probationary Separations	*4*
Trial Service separations - Voluntary	5
Trial Service separations - Involuntary	0
Total Trial Service Separations	*5*
Total Separations During Review Period	**9**

Data Time Period: July 2007 through June 2008
Source: HRMS Business Intelligence

Analysis:

- These numbers are higher than last reporting period due to the ability within HRMS to better capture non permanent to probationary appointments.

- **New Hires** – Employees hired into state service and those who move from non-permanent to probationary

- **Promotions** – Number of employees who promote within and into our office. The AGO requires at least three agency promotional candidates be considered for vacancies.

- **Transfers –** Employees who transfer into or within the agency into the same job class.

- **Exempt** – Includes all AAG, Admin Asst AG hires and appointment changes except internal transfer.

- **Other** – Demotion, Reversion, RIF etc.

- Exempt staff are 46% of our total workforce.

- The AGO highly encourages transfer between divisions of both exempt and classified staff.

Action Steps:

- Continue to review all requests for filling vacancies to act in accordance with the Governor's directive related to the hiring freeze, to the extent possible.

- Continue to update agency succession plan.

- Continue to encourage promotional and interdivisional transfer opportunities to staff.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: Low

Percent employees with current performance expectations = 100%

Total number of permanent employees with current performance expectations = 1115*

*This number does not include nonpermanent employee and interns

Analysis:

- Performance Development Plans and Performance Feedback for employees continue to be a high priority for the AGO and we continue to reach a 100% completion rate.

- These number are from the PDP evaluation cycle, which were due 12/01/07.

Action Steps:

- Continue to promote the performance management program.

- Continue to provide training for management and employees on the PDP process.

- Ensure all new employees have a performance plan within 30 days of hire.

- Encourage more interim reviews during the evaluation cycle.

Data as of December 2007
Source: Agency tracked data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

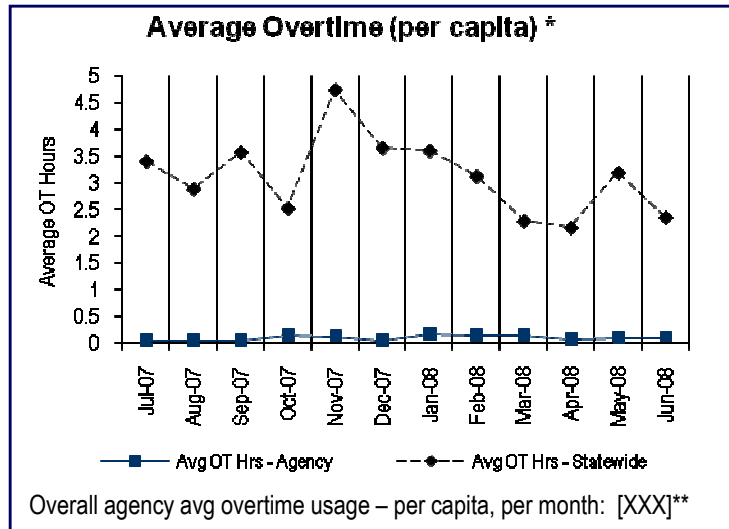**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

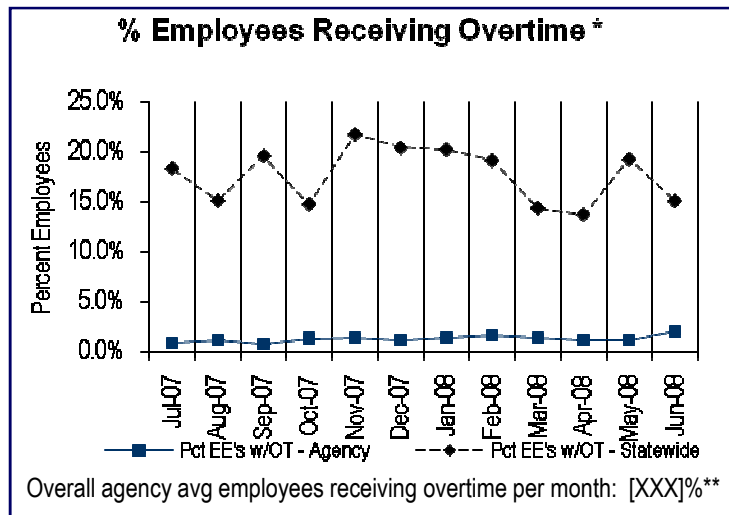Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: High

Q4. I know what is expected of me at work.

| 2% | 5% | 40% | 52% | % |

4.4

Q1. I have the opportunity to give input on decisions affecting my work.

| % | 8% | 19% | 39% | 32% | % |

3.9

Q2. I receive the information I need to do my job effectively.

| 3% | 9% | 52% | 35% | % |

4.2
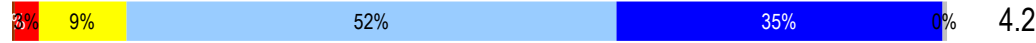
Q6. I have the tools and resources I need to do my job effectively.

| % | 3% | 12% | 50% | 32% | % |

4.1

Q7. My supervisor treats me with dignity and respect.

| 2% | 3% | 7% | 20% | 68% | % |

4.5

Q13. My agency consistently demonstrates support for a diverse workforce.

| 4% | 11% | 32% | 51% | % |

4.3

Q8. My supervisor gives me ongoing feedback that helps me improve my performance

| 2% | 7% | 22% | 31% | 36% | % |

3.9

Q9. I receive recognition for a job well done.

| 4% | 8% | 20% | 35% | 32% | % |

3.8

Legend:
- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response
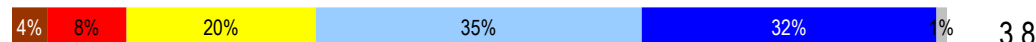
Overall average score for "Productive Workplace" ratings: 4.2

Data as of Fall 2007
Source: DOP Survey

Analysis:

- This information is from a survey done by the agency through DOP in Fall of 2007.

- 628 staff, approximately 48% of our employees responded to the survey.

- Average increase from 4.1 to 4.2 since October 2007.

- We feel that our staff know what is expected of them because of our emphasis on performance expectations and management.

- Through our performance management program, we feel that we will find these numbers continuing to increase.

Action Steps:

- Continue to emphasize good management practices by encouraging interim reviews during evaluation period and open communication with staff.

- Continue use of 360 degree feedback in the evaluation process.

- Continue to improve our performance recognition program.

Deploy Workforce

Overtime Usage

Agency Priority: Low

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
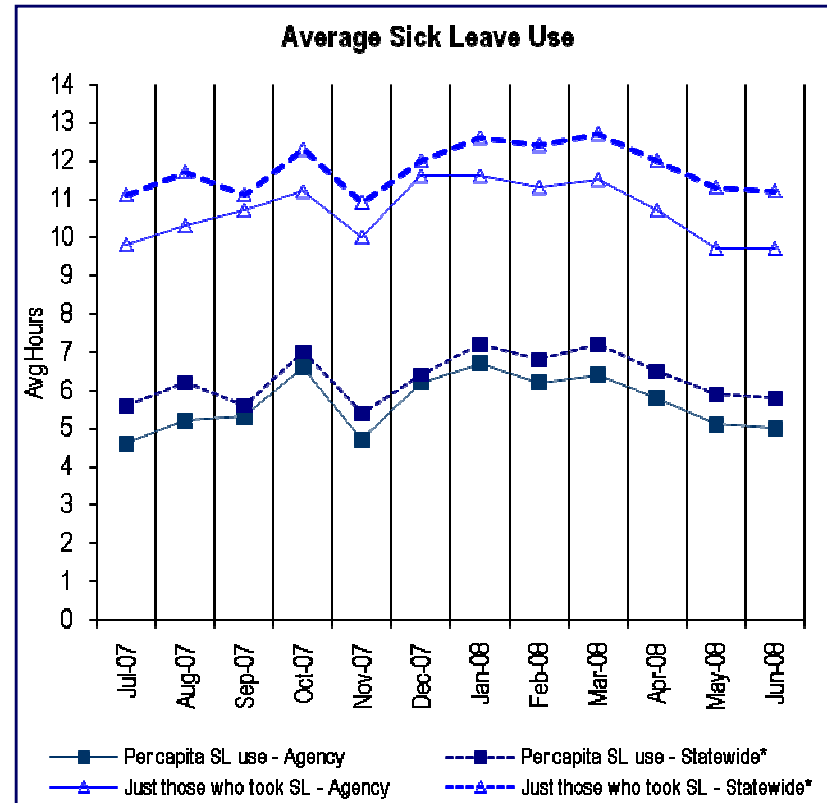
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

Overall agency avg overtime usage – per capita, per month: [XXX]**

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency

Month	Cost
Jun-08	$4,447
May-08	$4,490
Apr-08	$2,750
Mar-08	$7,132
Feb-08	$6,943
Jan-08	$7,383
Dec-07	$2,297
Nov-07	$6,638
Oct-07	$5,670
Sep-07	$2,578
Aug-07	$2,358
Jul-07	$2,012

% Employees Receiving Overtime *

Overall agency avg employees receiving overtime per month: [XXX]%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: July 2007 through June 2008
Source: HRMS Business Intelligence
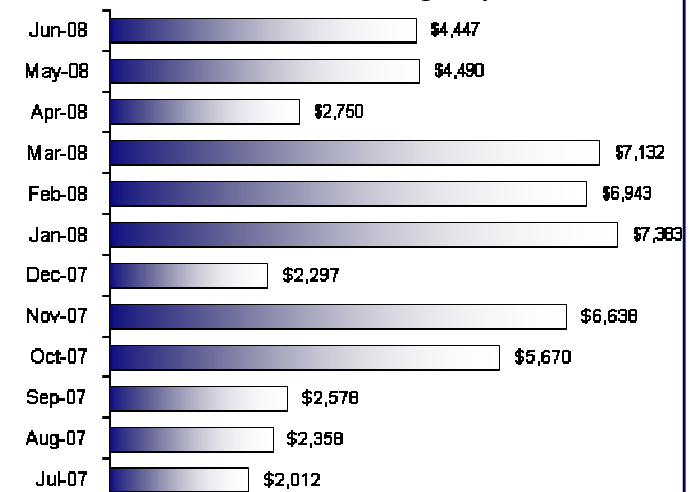
Analysis:

- We feel our overtime costs are well within the acceptable range for an agency of our size.

- More than 50% of our staff are exempt and not eligible for overtime.

Action Steps:

- Continue to monitor use of overtime.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Low

Average Sick Leave Use

Legend:
- Percapita SL use - Agency
- Percapita SL use - Statewide*
- Just those who took SL - Agency
- Just those who took SL - Statewide*

Analysis:

- On average the AGO sick leave usage is 8% below that Statewide average.

- Levels have remained constant since October 2007, neither increasing or decreasing.

Action Steps:

- Will continue utilizing Flexible Work Schedules, Telecommuting and alternate working schedules to continue to keep the use of Sick Leave down.

- Continue to encourage individual and group wellness activities throughout the office and continue with the Healthy Worksite Initiative.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
5.7 Hrs	73%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
10.7 Hrs	133.4%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 2007 through June 2008
Source: HRMS Business Intelligence / DOP

Deploy Workforce

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Filings for DOP Director's Review

0 Job classification

0 Rule violation

0 Name removal from register

0 Rejection of job application

0 Remedial action

0 Total filings

Filings with Personnel Resources Board

0 Job classification

0 Other exceptions to Director Review

0 Layoff

0 Disability separation

0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

Data Time Period: July 2007 through June 2008
Source: Agency tracked data

Worker Safety

Outcomes

Staff know job expectations, how they're doing, & are supported.

Workplace is safe, gives capacity to perform, & fosters productive relations.

Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Analysis:

•Rate of injuries resulting in accepted claims, by injury quarter, for on-the-job injuries and occupational illnesses per 100 employees.

•Total Accepted Claims 2003-2007 (117) with avg. of 23.4 per year

•Cumulative Trauma (51), Objects and Equipment (24), Falls (17), Reaction and Exertion (10), Transportation (9), Misc (6)

•There has been a steady decline of injuries over the last two years which can be attributed to our online ergonomic education and initial self assessment awareness program.

Action Plan:

• Continue our agency online ergonomic education and initial self assessment awareness program.

•Continue our agency wellness program.

•Continue mandatory agency defensive driving education.

•Continue providing employees with best workplace practices i.e. Signs in the workplace, additional training and agency communication

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

— ● — claims rate
— ▢ — compensable claims rate
.... projected claims rate
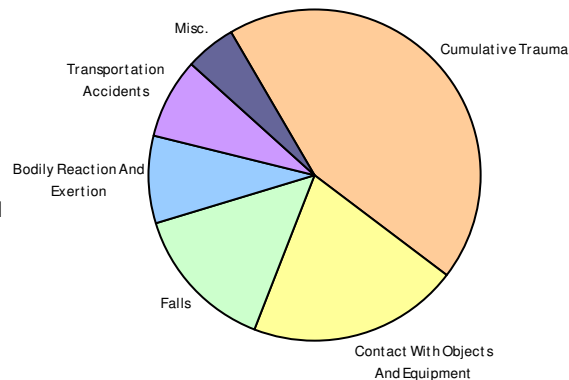....... projected compensable claims rate
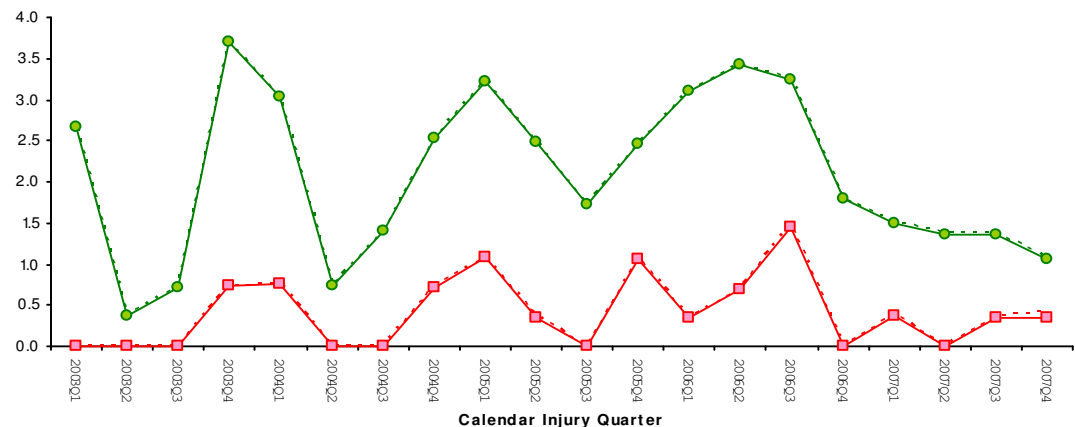
All rates as of 06-30-2008

Accepted Claims by *Occupational Injury and Illness Classification System* (OIICS) Event:

calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')

Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	48
0	Contact With Objects And Equipment	1
9	Other Events Or Exposures	2

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Low

> **Percent employees with current individual development plans = 100%**

Total number of employees with current performance expectations = 1115*

*This number does not include nonpermanent employee and interns

Analysis:

- Individual training plans are found in many different places including the following:

  - Part 2 of the PDP, New Employee Orientation, In-Training Plans, corrective action / counseling, Mandatory agency trainings where attendance is tracked.

  - These number are from our PDP cycle, which were due 12/01/07.

Action Steps:

- Continue to monitor PDPs to ensure supervisors are completing the training part of the Plan.

- Encourage supervisors to create individual development plans for employees when there are deficiencies.

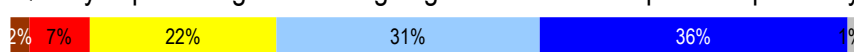## Employee Survey "Learning & Development" Ratings

Agency Priority: High

Q5. I have opportunities at work to learn and grow.

| 2% | 6% | 14% | 33% | 44% | 1% |

4.1

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 2% | 7% | 22% | 31% | 36% | 1% |

3.9

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response

> **Overall average score for "Learning & Development" ratings: 4.0**

Analysis:

- Average stayed the same since October 2007.

Action Steps:

- Continue to explore additional training that would encourage employee growth.

- Continue to allow employees to take internal and external training.

- Encourage managers and supervisors to allow employees to take training.

Data as of Fall 2007
Source: DOP Survey and Agency tracked data

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Low

Percent employees with current performance evaluations = 100%*

Total number of employees with current performance expectations = 1115*

*This number does not include nonpermanent employee and interns

2006-07 Performance Awards
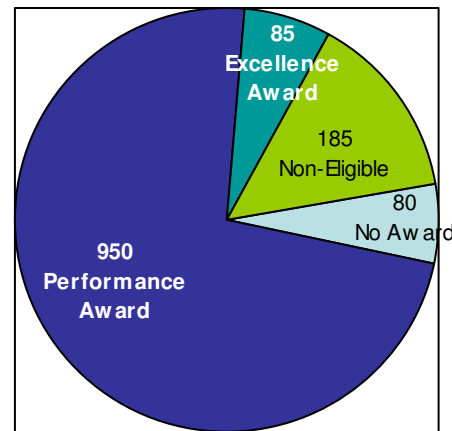
- Non-Award 80
- Performance Award 950
- Excellence Award 85
- Non-Eligible 185

Data as of June 2008
Source: Agency tracked data

Analysis:

- Supervisors are encouraged to have regular and on-going reviews with staff about their progress toward their goals.

- Approximately 86% of AGO employees received some form of performance recognition for the 06/07 evaluation cycle. We believe that this is an indication that the AGO is a high performing organization.

- These numbers are from our PDP cycle, which were due 12/1/07.

- We have created a better tracking tool and more efficient system for supervisors to track, update and create PDPs for their staff.

Action Steps:

- Continue to promote the PDP process within the agency.

- Ensure all new employees have a performance plan within 30 days of hire.

- Survey all employees regarding performance recognition program and consider suggestions for program improvement.

- Continue to enhance the tracking tool and train supervisors to improve the process for completion of PDPs.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

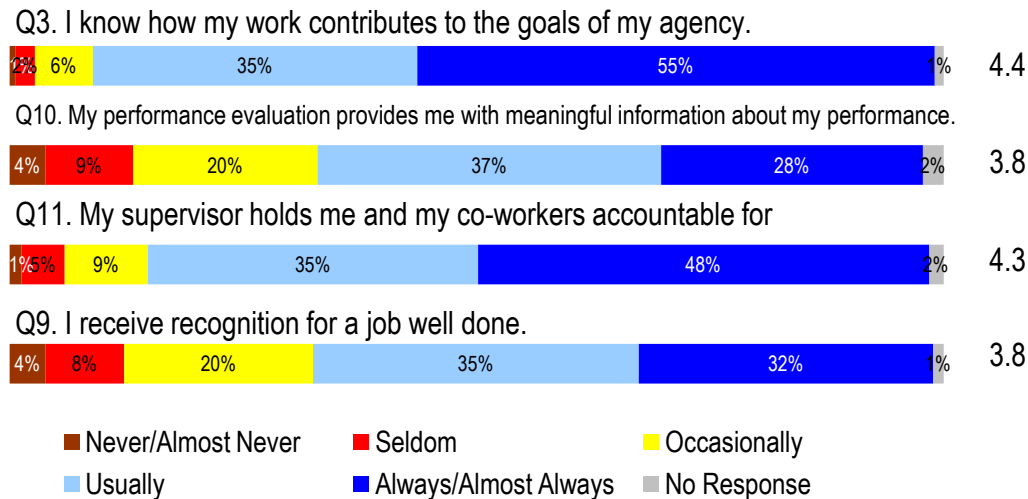Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: High

Q3. I know how my work contributes to the goals of my agency.

| 2% | 6% | 35% | 55% | 1% | 4.4 |

Q10. My performance evaluation provides me with meaningful information about my performance.

| 4% | 9% | 20% | 37% | 28% | 2% | 3.8 |

Q11. My supervisor holds me and my co-workers accountable for

| 1% 5% | 9% | 35% | 48% | 2% | 4.3 |

Q9. I receive recognition for a job well done.

| 4% | 8% | 20% | 35% | 32% | 1% | 3.8 |

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response

Overall average score for "Performance & Accountability" ratings: 4.1

Analysis:

- Average increase from 4.0 to 4.1 since October 2007.

- Our average has increased over last period. However, we feel there is still room for improvement and will continue to educate supervisors on providing meaningful expectations and feedback to employees.

- We will continue to foster a performance-based culture.

Action Steps:

- Continue AGO's peer driven Employee Recognition Program.

- Continue to develop creative recognition strategies on a divisional basis.

- Continue performance recognition program recognizing staff for a job well done.

- Expand the performance management program by raising the reward amount.

Data as of Fall 2007
Source: DOP Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Medium

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	6
Reduction in Pay*	7
Total Disciplinary Actions*	**13**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action
▪ Work Performance ▪ Attendance ▪ Inappropriate behavior and communication

Analysis:

▪ We had 13 formal disciplinary actions during this time period, which we feel is an acceptable amount given the size of our agency

▪ We believe that because of our performance management program, supervisors are holding employees more accountable for meeting the expectations and competencies for their position, which when not met, result in discipline.

Action Steps:

▪ Continue to train our managers and supervisors in the just cause corrective and disciplinary process so hopefully behavior or performance can be turned around before we reach discipline.

Data Time Period: July 2007 through June 2008
Source: HRMS Business Intelligence

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: High

Q3. I know how my work contributes to the goals of my agency.

| 2% | 6% | 35% | 55% | 1% | 4.4 |

Q12. I know how my agency measures its success.
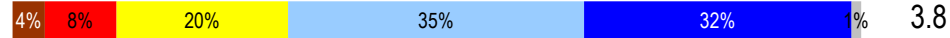
| 3% | 9% | 17% | 43% | 26% | 1% | 3.8 |

Q9. I receive recognition for a job well done.

| 4% | 8% | 20% | 35% | 32% | 1% | 3.8 |

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response

Overall average score for "Employee Commitment" ratings: 4.0

Analysis:

- Average increase from 3.9 to 4.0 since October 2007.

- For several years the AGO has directed managers to provide a link between the work of their employees and the agency or division strategic plan.

Action Steps:

- Will continue working on developing suggestions for managers in terms of measuring success through the PDP trainings that are offered.

- Continue all efforts in recognizing employees on an ongoing basis.

- Provide staff with copies of the agency's strategic plan and talk with them about how their position contributes to overall goals of the agency.

Data as of Fall 2007
Source: DOP Survey

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Employee survey ratings on "commitment" questions
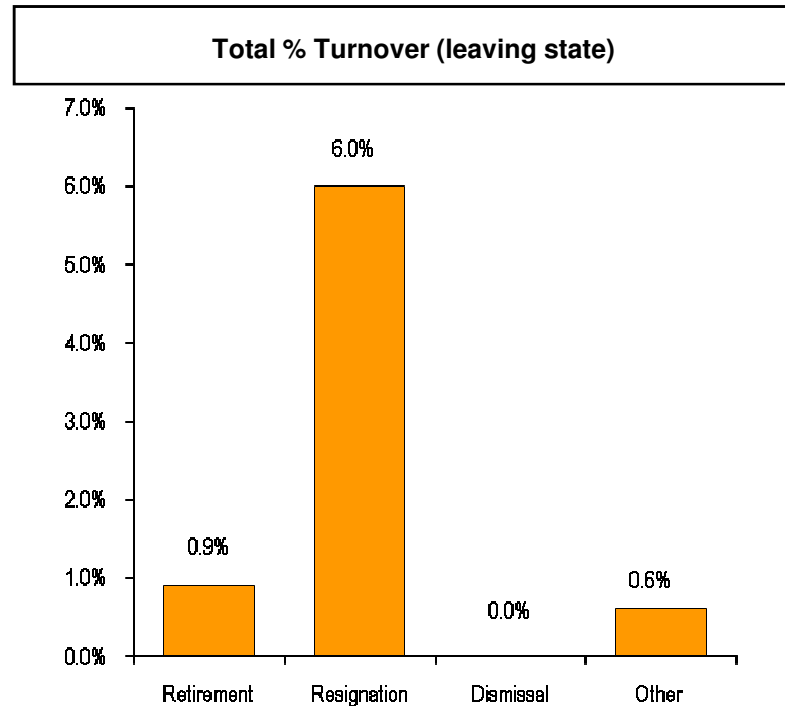
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Low

Total % Turnover (leaving state)

Retirement 0.9%, Resignation 6.0%, Dismissal 0.0%, Other 0.6%

Total Turnover Actions: 96
Total % Turnover: 7.5%**

**Based on Total Turnover Actions / Average number of permanent employee.

Note: Movement to another agency is currently not available in HRMS/BI and does not include transfer out.

Total Turnover Actions including Transfers Out: 119
Total % of Turnover including Transfers Out: 9.3%

Data Time Period: July 2007 through June 2008
Source: HRMS Business Intelligence

Analysis:

- This data does not include employees who have transferred to other state agencies and does not include nonpermanent or intern separations.

- We are doing several things to help reduce our turnover.
  - •Submitted 2 Classification & Pay Proposals to raise salaries in 2 major job groupings within the AGO.
  - •Forming a Retention Team to identify strategies to promote retention.

- We believe that a factor in our turnover rate is in part to our inability to compete with the higher wages that the private sector is able to pay along with shorter work weeks and bonus packages.

Action Steps:

- We will continue to advocate for higher salaries for our staff.

- We will continue to monitor staff morale surveys for ways to increase job satisfaction.

- We will continue and expand our performance recognition program.

Workforce Diversity Profile

ULTIMATE OUTCOMES

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Performance Measures

Employee survey ratings on "commitment" questions

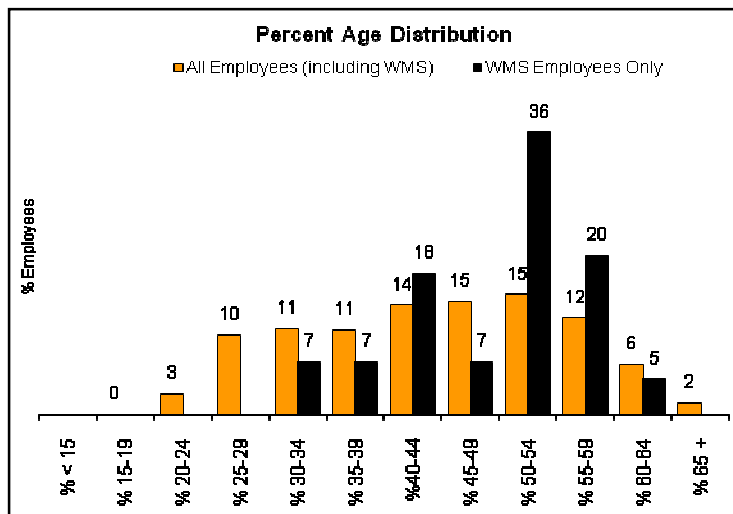Turnover rates and types

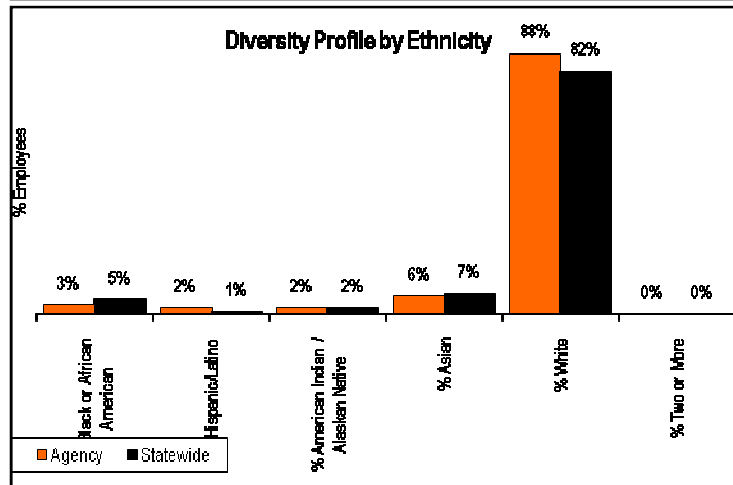Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Agency Priority: High

	Agency	State
Female	69%	53%
Persons w/Disabilities	4%	4%
Vietnam Era Veterans	3%	6%
Veterans w/Disabilities	2%	2%
People of color	13%	15%
Persons over 40	66%	75%

Diversity Profile by Ethnicity

Percent Age Distribution

Analysis:

- Since October 2007, the Statewide average for people of color decreased by 3% while our agency average only decreased by 1% . This brings the AGO within 2% of the Statewide average.

- We believe our numbers are consistent with statewide levels however, we continue to strive to increase our diversity.

- We have attended 11 diversity fairs and 10 bar events, and we host at least one agency-wide diversity event each month.

Action Steps:

- Improve tracking of Veterans to ensure continued compliance with Veterans' Preference.

- Continue to promote diversity in our workforce by participating in diversity job fairs, advertising to diverse communities, and promoting diversity at our worksite by having monthly diversity events and adhering to our Affirmative Action Plan.

- Continue to emphasize employment of persons with disabilities in the Attorney, and the Officials and Managers job groups.

- Continue in-house training programs.

- Continue checking Affirmative Action Update for underrepresented groups when hiring for positions.

- Attend more job fairs that focus on the areas of diversity in which we are underrepresented.

- Continue outreach at law schools and community colleges targeting diverse candidates and continue attending diversity fairs.
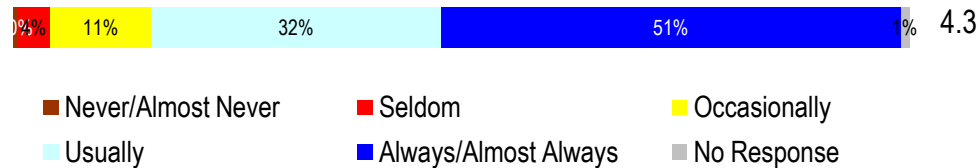
Data as of June 2008
Source: HRMS Business Intelligence

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Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Ratings

Agency Priority: High

Q13. My agency consistently demonstrates support for a diverse workforce.

| 0% 4% | 11% | 32% | 51% | 1% | 4.3 |

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response

> **Average rating for "Agency support for a diverse workforce": 4.3**

Analysis:

- ▪ The AGO has made diversity a high priority and have ensured it is part of the agency's strategic plan.

- ▪ Data reflects that employees believe the agency supports a diverse workforce.

Action Steps:

- ▪ We continue to promote diversity in our workplace through recruitment efforts and implementation of diversity advisory committee recommendations such as hosting regular diversity events.

Data as of Fall 2007
Source: DOP Survey